



California Environmental Protection Agency

California Department of Pesticide Regulation



STATE OF CALIFORNIA

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CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY

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DEPARTMENT OF PESTICIDE REGULATION

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STRATEGIC PLAN 2001

Director's Message

As we commemorate the 100-year anniversary of pesticide regulation in California this year, we launch this strategic plan to guide the Department of Pesticide Regulation (DPR) through the next five years. This document updates our mission statement, lays out our vision for pest management in California, and defines the goals that will shape our work at DPR in accomplishing this mission. Our challenge – and our mandate – is to manage the risks associated with pest management to ensure that Californians enjoy a clean, healthy and sustainable environment.

DPR is now focusing on moving our operations as quickly as possible into the era of the Internet. From issuing licenses to pest control advisors online to making our pesticide use data available in a geographically-displayed format, our goal is to make all of the Department's information and transactions available 24 hours per day. To this end, we are revamping our business processes to make DPR more transparent and accountable to all Californians. This strategic plan encompasses this effort – setting DPR on a path to bolster its international leadership in pesticide regulation.

Paul E. Helliker
Director



STRATEGIC PLAN 2001

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STRATEGIC PLAN 2001

Terminology

WHAT ARE STRATEGIC VISION AND MISSION STATEMENTS

The vision statement describes the ideal impact we, as an organization, want to have on California. It provides direction and inspiration for DPR goal-setting and strategic results. Vision describes an “ideal future.” In contrast, the mission statement describes the purpose of DPR and what we intend to do to achieve our vision. It describes our distinctive competence. The vision statement is our message to all Californians while the mission statement speaks primarily to the organization.

WHAT ARE STRATEGIC GOALS & OBJECTIVES

Strategic goals are broad statements of what the organization ultimately wants to achieve consistent with its vision and mission. Strategic goals are usually long-term. Some goals may take ten years or longer to accomplish and some may never be fully achieved. Objectives are clear targets for specific action to fulfill strategic goals.



STRATEGIC PLAN 2001

Vision

A California where pest management is safe and effective, and contributes to a clean, healthy, sustainable environment.

TWO FUNDAMENTAL BELIEFS UNDERLIE THIS VISION STATEMENT

- That pest control is essential when pests cause problems, whether they are destroying food, spreading disease, or damaging urban landscapes, and
- That the people of California are best served by a continuous effort to minimize risks, associated with the use of pesticides, along with other efforts to control pests.



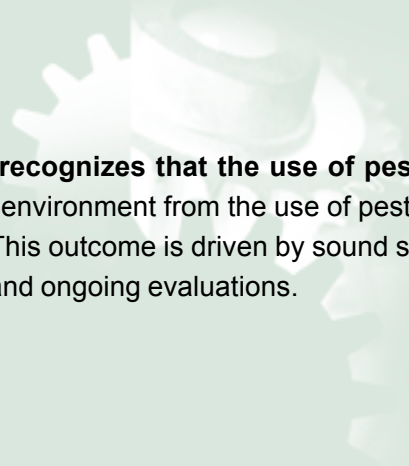
STRATEGIC PLAN 2001

Mission

To protect human health and the environment by regulating pesticide sales and use, and by fostering reduced-risk pest management.

GUIDING PRINCIPLES

- We utilize quality science and experience-based knowledge in our decisions.
- We are innovative and forward-thinking in resolving problems.
- Our decisions are timely, open, consistent, and equitable.
- We are practical, pragmatic, and open to change.
- We maximize our effectiveness through coordination with others.
- We are responsive and service-oriented to all our constituents.
- We seek to balance our actions in recognition of the diverse needs of those we affect.



This strategic goal recognizes that the use of pesticides may adversely impact our environment. Protecting our environment from the use of pesticides is an expected outcome of the pesticide regulatory program. This outcome is driven by sound science and adequate data as part of a process for thorough, timely, and ongoing evaluations.

Goal 1:

Protect California's Water, Air, Food and Land

Assure that the quality of California's water, air, food and land resources is not adversely affected by pesticides.

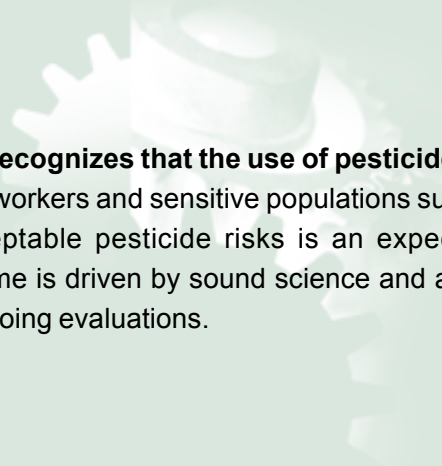
Objective 1: Expand the Department's air quality and water quality protection efforts.

Objective 2: Enhance the Department's capabilities to monitor the environmental fate of pesticides and their impact on the environment, to mitigate hazards, and to assure compliance.

Objective 3: Develop a plan to recognize, acquire, and maximize the use of scientific tools such as modeling, statistics, database management, and geographical information systems (GIS) to store, archive, manage, interpret, and present data.

Objective 4: Improve communication between scientific staff and departmental policy makers to assure that the scientific basis of policy decisions is clearly articulated.

Also see Objectives 1 & 2 of Goal 2, on next page.



This strategic goal recognizes that the use of pesticides may adversely impact human health. It also recognizes that workers and sensitive populations such as children are at greater risk. Protecting people from unacceptable pesticide risks is an expected outcome of the pesticide regulatory program. This outcome is driven by sound science and adequate data as part of a process for thorough, timely, and ongoing evaluations.

Goal 2:

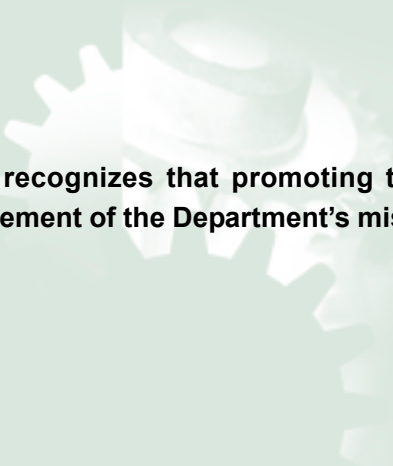
Protect Human Health

Assure that people, especially workers and sensitive populations, are protected from unacceptable pesticide risks.

Objective 1: Improve the assessment of human and environmental health risks as part of the regulatory process.

Objective 2: Improve our ability to continuously evaluate the human and environmental health risks of pesticides registered in California.

Objective 3: Establish a strategy to assess the acute and chronic health effects and illness trends for persons who handle pesticides, as well as those who come in contact with pesticide residues.



This strategic goal recognizes that promoting the use of reduced-risk pest management strategies is a key element of the Department's mission and our pollution prevention efforts.

Goal 3:

Advance Pest Management Systems

Advance the development and adoption of pest management systems that reduce risks to people and the environment.


Objective 1: Incorporate a reduced-risk pest management perspective throughout the pesticide regulatory program.

Objective 2: Develop and implement fiscal and regulatory incentives to encourage the development and deployment of pesticide products in California that significantly contribute to reduced-risk pest management systems.

Objective 3: Work cooperatively with stakeholders to improve outreach to pesticide users on reduced-risk approaches to effective pest management.

Objective 4: Provide leadership in working collaboratively with other interested parties to promote research, education, and demonstration of reduced-risk pest management practices.

Objective 5: Periodically evaluate departmental efforts to facilitate the adoption of reduced-risk management practices.



This strategic goal recognizes that strong enforcement of pesticide laws is the cornerstone of improving the regulatory program and reducing potential risks. This goal and the next goal support DPR's commitment to implement environmental justice throughout its programs.

Goal 4:

Ensure Environmental Justice

Regulate the use of pesticides so that no socio-economic group of Californians is disproportionately impacted.

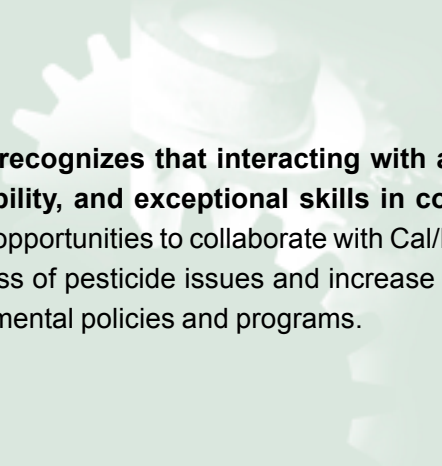
Objective 1: Identify and improve areas of greatest noncompliance.

Objective 2: Ensure that regulatory requirements are practical and enforceable.

Objective 3: Ensure appropriate enforcement actions are taken.

Objective 4: Enhance the effectiveness of inspections and investigations.

Objective 5: Enhance efforts to achieve compliance.



This strategic goal recognizes that interacting with a highly diverse customer base requires sensitivity, accessibility, and exceptional skills in communication. With this in mind, DPR will continue to enhance opportunities to collaborate with Cal/EPA and statewide working groups. DPR will raise public awareness of pesticide issues and increase participation in the development and implementation of environmental policies and programs.

Goal 5:

Build Good Relationships

Build good relationships through extensive outreach, communication and improved responsiveness.

Objective 1: Establish an outreach and response strategy to facilitate communication among all stakeholders.

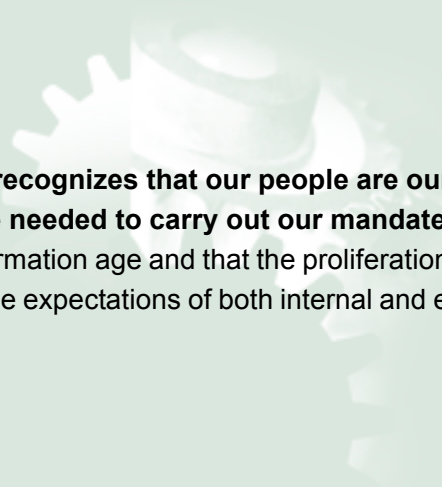
Objective 2: Develop and deliver an improved training program and participate annually in cross-training opportunities.

Objective 3: Provide quality customer service.

Objective 4: Develop a strategy for addressing operational issues and improving internal communications.

Objective 5: Continue to assess the impacts of pesticide use on the California-Baja Border through full participation in, and support for, the California-Baja California Environmental Program.

Objective 6: Use appropriate technology solutions and support communications.



This strategic goal recognizes that our people are our greatest resource and that **stable, long-term funding will be needed to carry out our mandates and realize our goals**. It also recognizes that we live in an information age and that the proliferation of data, especially in electronic format, has dramatically raised the expectations of both internal and external stakeholders.

Goal 6:

Continuously Improve Performance

Improve the delivery of our programs through securing adequate resources, improving business processes, maintaining a strong workforce, and employing e-government solutions.

Objective 1: Complete studies of Department organizational alignment and the use of various classifications to ensure effectiveness, appropriate designations, adequate support, and equitable compensation.

Objective 2: Ensure that every employee has the opportunity for at least one training class each year while enhancing career development opportunities for all staff.

Objective 3: Improve program operations and document these efforts in an annual organizational assessment.

Objective 4: Identify long-term funding needs and secure sufficient, stable sources of revenue to meet those needs.

Objective 5: Implement a model e-government program and a sound technology architecture to improve program effectiveness, conduct electronic transactions, and share information with all stakeholders.



STRATEGIC PLAN 2001

Our Progress

Performance Measures and Environmental Indicators

We cannot judge the progress made in improving the pesticide regulatory program without measures of performance. As a regulatory program concerned with the protection of human health and the environment, DPR's measures fall into basically two broad groups: performance measures (outputs) and environmental indicators (outcomes).

The Department of Pesticide Regulation (DPR) has developed, and will continue to develop, performance measures that will serve as signposts in our journey of continuous improvement. Performance measures reflect the success of program operations in attaining desired outcomes in our strategic plan. As such, they have been useful in identifying improvement opportunities and reporting our progress to the Legislature and other stakeholders. DPR will update and incorporate performance measures into our operational plan.

The California Environmental Protection Agency is taking a broader measurement effort, across programs, as part of Cal/EPA's Strategic Vision implementation. This effort is called the Environmental Protection Indicators for California or EPIC Project. Environmental indicators are being developed to present scientifically based information on the status of, and trends in, the environment. An environmental indicator reflects pressures exerted on the environment by human activities, ambient environmental conditions, or effects on human and ecological health. The EPIC Project produced an initial set of indicators. These will be incorporated into a report scheduled to be submitted to the Agency Secretary by the end of 2001.



Strategic Plan 2001

Appendices

1. A Brief Organizational History
2. Mandates and Primary Responsibilities
3. A Brief Planning History
4. The Continuous Improvement Cycle
5. Cal/EPA's Strategic Vision Linkages



STRATEGIC PLAN 2001

Appendix 1

Organizational History

California has regulated pesticides for 100 years. Its citizens - through their Legislature - have established a comprehensive body of law to control every aspect of pesticide sales and use and to assure that the State's pesticide regulators also have the tools to assess the impacts of that use. The first pesticide-related law was passed in this state in 1901, and since the 1960s, a whole body of modern, increasingly science-based pesticide law and regulation has come into being.

The California Department of Pesticide Regulation (DPR) protects human health and the environment by regulating pesticide sales and use and by fostering reduced-risk pest management. DPR's strict oversight begins with product evaluation and registration, and continues through statewide licensing of commercial applicators, dealers and consultants, permitting and use enforcement by county agents, environmental and human exposure monitoring, and residue testing of fresh produce. DPR has an annual budget of approximately \$60 million, with a staff of more than 400, including scientists from many disciplines. Their work is augmented by approximately 400 biologists working for agricultural commissioners in all 58 counties on local pesticide enforcement.

In 1991, California's environmental authority was unified in a single Cabinet-level agency-the California Environmental Protection Agency (Cal/EPA). This brought the Air Resources Board, State Water Resources Control Board, and Integrated Waste Management Board under an umbrella agency with the newly created Department of Toxic Substances Control and Office of Environmental Health Hazard Assessment. As part of this reorganization, the pesticide regulatory program was removed from the California Department of Food and



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Appendix 1 continued Organizational History

Agriculture (CDFA) and given departmental status as the Department of Pesticide Regulation within Cal/EPA. All pesticide-related statutory responsibilities and authorities were transferred to DPR with the exception of the Biological Control Program and the pesticide residue laboratory, both of which remained with CDFA.

Cal/EPA was created with six primary goals. These are to: 1) focus on those activities, processes and substances presenting the greatest risk to public health and the environment; 2) set risk-based priorities using the best, most consistent science available; 3) provide vigorous and fair enforcement of the law, not only for public protection, but also to assure that law-abiding businesses are not undercut by unscrupulous competitors; 4) open the regulatory process for public participation; 5) view environmental protection and economic progress as complementary goals; and 6) prevent pollution from being created, rather than attempting to control it after the fact. The reorganization enhanced the State's effectiveness to protect the environment by giving Cal/EPA responsibility for coordinating issues which cross jurisdictional lines.

DPR, with primary responsibility for regulating pesticide use and its potential impacts on water, air, soil, and biological organisms, had long had a cross-media program that develops and enforces mitigation measures which account for interactions across media. At the same time, several regulatory agencies have general jurisdiction and authority over specific media, such as the Air Resources Board (air), State Water Resources Control Board (water), and the Department of Fish and Game (fish and wildlife). In recognition of these roles, DPR has entered into a number of memoranda of understanding or agreements with such agencies to ensure a coordinated and effec-



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Appendix 1 continued Organizational History

tive approach to pesticide regulation regardless of the media impacted. In addition to these written cooperative agreements, DPR engages in frequent interagency consultations. Such consultations may be program-specific. For example, DPR is directed in statute to consult with Cal/EPA's Office of Environmental Health Hazard Assessment (OEHHA) concerning the joint adoption of worker protection regulations as well as registration and risk assessment actions. In other cases, the consultation may be more systematic, such as a standing interagency advisory committee. DPR chairs several advisory committees, such as the Pesticide Registration and Evaluation and the Pest Management Advisory Committees.

FUTURE DIRECTIONS

DPR's primary mission is ensuring the safe use of pesticides. Since its creation in 1991, the Department has made significant strides in enhancing worker and environmental protections, strengthening uniformity of enforcement in the field, streamlining the regulatory process to encourage registration of safer materials, encouraging the development and use of reduced-risk pest management practices, and using existing and new statutory requirements to ensure the completion of an up-to-date toxicological database for all pesticide active ingredients.



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Appendix 2

Mandates and Primary Responsibilities

Mandates prescribe what must be done under the organization's statutes, regulations, and policies. Mandates inform organizations about the implications and constraints of their actions. Mandates are helpful in developing mission statements.

Food and Agricultural Code Section 11501 sets forth the general purposes of California's pesticide regulatory program:

- To provide for the proper, safe, and efficient use of pesticides essential for production of food and fiber and for protection of the public health and safety.
- To protect the environment from environmentally harmful pesticides by prohibiting, regulating, or ensuring proper stewardship of those pesticides.
- To assure agricultural and pest control workers of safe working conditions where pesticides are present.
- To permit agricultural pest control by competent and responsible licensees and permittees under strict control of the Director and County Agricultural Commissioners.
- To assure consumers and users that pesticides are properly labeled and appropriate for the use designated by the label and that state or local governmental dissemination of information on pesticidal uses of any registered pesticide product is consistent with the uses for which the product is registered.



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Appendix 2 continued Mandates and Primary Responsibilities

- To encourage the development and implementation of pest management systems, stressing application of biological and cultural pest control techniques, selectively using pesticides when necessary to achieve acceptable levels of control with the least possible harm to the public health, nontarget organisms, and the environment.

The Department has primary responsibility for evaluating and mitigating environmental and human health impacts of pesticide use. The Department oversees pesticide registration, the safety of the pesticide workplace, and enforces State pesticide laws and regulations.

EVALUATING AND REGISTERING PESTICIDES

Before a pesticide can be sold or used in California, it has to be evaluated and registered by DPR. Pesticide manufacturers are required to submit studies of toxicology, occupational exposure (for risk assessment), phytotoxicity, efficacy, environmental fate, product chemistry, and residue methodology to support the registration of each product. The elaborate testing data are evaluated by DPR scientists, including biologists, chemists, plant physiologists, entomologists, and toxicologists. In order to ensure the proper, safe, and efficient use of pesticides, the evaluation focuses on the acceptability of studies, and any potential for these substances to cause adverse health or environmental effects.

These and other data are the basis for determining potential risk and adequate margins of safety for workers and others who may be exposed to pesticide residues. DPR scientists work closely with other State agencies, including the departments of Fish and Game and



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Appendix 2 continued Mandates and Primary Responsibilities

Health Services, and the boards and departments within Cal/EPA, as well as federal and international government agencies.

REEVALUATION

DPR has a formal Reevaluation Program. California regulations (Title 3, CCR Section 6221) require DPR to investigate all reports of actual or potentially significant adverse effects to people or the environment resulting from the use of pesticides. Reevaluation is often triggered by ongoing Departmental registration reviews, State and county pesticide use surveillance and illness investigations, pesticide residue sample analyses, or environmental monitoring activities. Information from other State or federal agencies, or other sources may also trigger a reevaluation.

There are several possible outcomes of a reevaluation. The data may demonstrate that the issue is resolved and no significant adverse effect will occur. It may be determined that there is a need to adopt a regulation restricting the use of a pesticide in some manner to mitigate the potential adverse effect; or the reevaluation may indicate that there is an adverse effect which cannot be mitigated so the reevaluation may end with a recommendation that the pesticide product be canceled. Should this occur, staff provides input regarding alternatives and the impact of the loss of the products in question.

ASSESSING RISK

Scientists review toxicological data for chronic and acute health effects: when evaluating proposed applications for new active ingredients and label modifications of currently registered products which involve major new uses; and when reevaluating currently registered



STRATEGIC PLAN 2001

Appendix 2 continued Mandates and Primary Responsibilities

active ingredients. Scientists also review human exposure data when evaluating proposed applications for new active ingredients and reevaluating currently registered pesticides.

Toxicity is an inherent property of all substances. All chemical and physical agents have the capacity to produce adverse health effects at some dose or under specific exposure conditions. Risk is the likelihood that an adverse effect will occur in a person exposed to a particular concentration or dose of a toxic agent. Therefore, risk is generally a function of exposure and dose.

PROTECTING WORKERS AND THE PUBLIC

DPR scientists evaluate potential workplace hazards of pesticides by reviewing studies on active and inert ingredients in pesticide products and on application methodologies. In addition, the Department conducts field studies each year to monitor pesticide exposure to workers to develop better methods to evaluate exposure potential and to mitigate potentially excessive exposure. DPR contracts with a physician to provide medical advice, assistance on pesticide exposures, and to act as liaison with practicing physicians regarding pesticide illness and treatment. The Department also participates in and evaluates the results of investigations of pesticide-related illnesses, with an emphasis on preventing future occupational illness and injuries.

ENVIRONMENTAL PROTECTION AND PEST MANAGEMENT ALTERNATIVES

DPR scientists monitor the environmental fate of pesticides, and identify and analyze chemical, cultural, and biological alternatives for managing pests. In doing so, our goal is to protect the public and the



STRATEGIC PLAN 2001

Appendix 2 continued Mandates and Primary Responsibilities

environment from pesticide contamination through hazard identification, preventive planning, and the enhancement of regulatory controls through encouraging development and use of pest control practices that are both environmentally sound and effective.

ENFORCING PESTICIDE LAWS

To assure compliance with the nation's toughest pesticide laws, California has the largest and best-trained enforcement organization in the nation. DPR oversees licensing and certification of dealers, pest control advisors, pest control businesses, brokers and applicators; has overall responsibility for pesticide incident investigations; administers the nation's largest state pesticide residue monitoring program; and coordinates pesticide use reporting. DPR also is instrumental in detecting, and in providing protection from, the use of unregistered pesticides.

The County Agricultural Commissioners and their staffs largely carry out pesticide use enforcement activities in the field. DPR headquarters personnel, as well as DPR field staff in Anaheim, Fresno, Sacramento, Ventura, and Watsonville, provide training, coordination, supervision, and technical and legal support to commissioners.



Strategic Plan 2001

Appendix 3

A Brief Planning History

DPR has broad authority to regulate pesticides in California and a responsibility to regulate in a manner that is fair, effective, efficient, and responsive to our various constituencies. This requires practical and productive planning. Realizing this, DPR has created a blueprint over the past five years from which to build a dynamic organization committed to environmental protection and with the capacity to anticipate and react to a changing world. Strategic planning gives us that blueprint.

DPR began work on its first strategic plan in the Fall of 1993, in response to the passage of legislation (Chapter 418, SB 1082, Statutes of 1994) that among other things required Cal/EPA and all its departments, boards, and offices to “institute quality government programs to achieve increased levels of environmental protection and the public’s satisfaction through improving the quality, efficiency, and cost-effectiveness of the state programs which implement and enforce state and federal environmental protection statutes.”

The legislation stated that quality government programs must include:

1. A process for obtaining the views of employees, the regulated community, the public, environmental organizations, and governmental officials with regard to the performance, vision, and needs of the agency implementing the quality government program.
2. A process for developing measurable performance objectives using the views of the persons and organizations specified in the first paragraph.
3. Processes for continually improving quality and for training agency personnel, using the information obtained from implementing the first two processes.



STRATEGIC PLAN 2001

Appendix 3 continued *A Brief Planning History*

Strategic planning was given a further boost in 1994, with the passage of the State Government Strategic Planning and Performance and Review Act. The bill (Chapter 779, AB 2711) was an urgency statute that took effect when signed into law in September 1994. It required that “in developing its strategic plan, each agency, department, office, or commission shall consult with at least the following affected parties: employee organizations, the Legislature, client groups served, suppliers, and contractors.” Strategic plans were also to “identify the steps being taken to develop performance measures that could be used for a performance budgeting system or a performance review.”

The legislation also required the State Department of Finance (DOF) to annually survey agencies to obtain specified information concerning strategic plans and to recommend which agencies should develop or update a strategic plan. It required DOF to develop a plan for conducting performance reviews of those agencies that DOF recommended have strategic plans. In 1996, in a report to the Legislature on strategic planning, DOF recommended that all agencies have a strategic plan and later that year, issued a strategic planning directive. It mandated that all agencies have strategic plans in place by July 1, 1997, and stated that future budgetary requests would only be approved if consistent with an approved strategic plan.

In its 1996 report to the Legislature, DOF identified DPR as one of the state entities having completed a strategic plan. That same month, DPR released the second volume of its strategic plan, which laid out over 200 action items DPR identified to achieve its goals.



STRATEGIC PLAN 2001

Appendix 3 continued *A Brief Planning History*

In October 1997, DOF outlined the minimum components of a strategic plan, including:

- a. a description of the agency and its core principles;
- b. agency mission statement;
- c. internal/external evaluation of key factors which influence the success of the agency in achieving its mission and goals;
- d. its vision, i.e., image of its desired future;
- e. strategic goals along with objectives for specific steps to fulfill those goals; and
- f. performance measures, the quantified results to be achieved.

In response, the DPR Management Team updated its strategic plan to add performance measures and to reflect recent changes in its internal/external evaluation. DPR submitted its revised plan in July 1997.

In spring of 2000, DPR expanded its planning process to include operational planning at the branch level and began a new strategic planning cycle. All DPR employees participated in the process to help identify key opportunities to improve human and business process results, in alignment with strategic goals. This planning approach will help to institutionalize the continuous improvement process of the pesticide regulatory program on a systematic basis and as an outcome of special projects, initiatives and team efforts.



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Appendix 4

The Continuous Improvement Cycle

“Continuous Improvement” is, in its simplest expression, the process of assessing where we are, targeting where we want to be, and taking the steps to get there. The Department is firmly committed to continuous improvement of the pesticide regulatory program – continuous improvement that is embedded in the organization’s approach to effective planning and continuous improvement that flows naturally from the organization’s efforts to manage strategically. The Department will ensure this result by:

1. establishing a cycle of organizational assessment, planning, and strategic management consistent with the chart below; and
2. by maximizing the benefits of special projects, initiatives, and team efforts in strategic alignment with the goals of this and subsequent plans.



STRATEGIC PLAN 2001

Appendix 4 *continued* The Continuous Improvement Cycle

ASSESS

Continuous Evaluation

Components

- Collect information
- Analyze and evaluate
- Report the results

Tools

- SWOT (strength, weakness, opportunity, threats) analysis
- Focus groups and surveys
- Environmental indicators
- Performance measures
- “Concepts for change”

Roles

- Assessment team
- OPCCI (compile report)
- Managers and supervisors

Outputs/Outcomes

- Annual assessment report

PLAN

Continuous Improvement

Components

- Describe our culture
- Visioning
- Seasonal planning

Tools

- Principle-centered leadership
- Long-range planning
- Operational planning
- Strategic planning
- Budgeting

Roles

- Managers and Supervisors
- All staff
- OPCCI (consultation)

Outputs/Outcomes

- Strategic plan
- Operational plan
- Measurement plan
- Allocation of resources
- Needs assessment

DO

Continuous Implementation

Components

- Deploy and implement
- Organizational alignment
- Targeting

Tools

- Principle-centered leadership
- Teamwork
- Informed decision-making
- Feedback
- Process improvement

Roles

- Teams/all staff
- Managers and supervisors
- OPCCI (consultation)

Outputs/Outcomes

- Strategic management
- Leadership development
- Team development
- Strategic results
- Reward and recognition



STRATEGIC PLAN 2001

Appendix 5

Cal/EPA's Strategic Vision Linkages

In 2000, Cal/EPA developed its first Agency-wide Strategic Vision. It is a vision document, not a strategic plan. It sets forth the Agency's vision and mission, the core values by which the Agency will be guided, and the goals and objectives of that focus. The Strategic Vision also commits the Agency and its associated boards, departments and office to better understand how the issues of society, the economy, and the environment interrelate, and to pursue strategies that simultaneously improve the quality of life in all three areas.

CAL/EPA ENVISIONS...

A California that enjoys a clean, healthy, sustainable environment that enhances the quality of life for current and future generations, and protects our diverse natural resources.

CAL/EPA'S MISSION IS...

To restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality.

CAL/EPA'S CORE VALUES ARE...

- Leadership
- Collaboration
- Accountability
- Innovation
- Integrity
- Objectivity
- Open access
- Quality
- Professionalism



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Appendix 5 continued Cal/EPA's Strategic Vision Linkages

Two tenets underlie Cal/EPA's strategic vision for the opening years of the 21st Century.

- The need for improved cross-media coordination in addressing environmental challenges.
- The requirement that we never lose our focus on measurable environmental results.

CAL/EPA'S MANAGEMENT PRIORITIES ARE....

Cal/EPA has several overarching management objectives that reflect a commitment to solve rather than react to environmental issues, and to overcome the administrative, jurisdictional, and organizational constraints of a program structure organized around individual media. These priorities include:

- Establishing an Agency-wide strategic planning process for Cal/EPA that will interrelate the strategic plans of the boards, departments, and office into a single Cal/EPA Strategic Plan
- Adopting environmental indicators
- Establishing cross-media strategies and coordination
- Providing, managing and disseminating information
- Enhancing risk assessment
- Improving risk management
- Improving enforcement
- Designing place-based approaches to environmental management
- Employing performance incentives for continuing improvement

STRATEGIC LINKAGES		DPR GOALS				
Cal/EPA Goals	Protect California's Water, Air, and Land	Protect Human Health	Advance Pest Management Systems	Ensure Environmental Justice	Build Good Relationships	Continuously Improve Performance
Air	X	O	X	O		
Rivers, lakes, estuaries and marine waters	X	O	X	O		
Groundwater	X	O	X	O		
Communities free from unacceptable risks		X	X	O		
Environmental justice	O	O		X	X	O
Natural resources			X			
Continuous improvement and application of science and technology	O	O				X
An efficient and effective Cal/EPA	O	O	O	O	O	X

Primary linkage – X

Secondary linkage – O